

Minutes of the Meeting of the Board of Trustees of the Tate Gallery held on Wednesday 5 July 2017 at Tate Britain

Present:	The Lord Browne of Madingley Lionel Barber Dexter Dalwood Jayne-Anne Gadhia Mala Gaonkar Moya Greene Dame Seona Reid James Timpson Stephen Witherford	Chairman via conference call
Staff Attendees:	Maria Balshaw Caroline Collier Alex Farquharson Samuel Jones Kerstin Mogull Frances Morris Stephen Wingfield	Director Director, Partnerships and Programmes Director, Tate Britain Secretary to the Board of Trustees Managing Director Director, Tate Modern Director of Finance & Estates

Additional staff attendees:

Item 6 only	Laura Wright, CEO Tate Enterprises
Item 6 only	Hamish Anderson, CEO Tate Catering
Item 7 only	Ros Lawler, Digital Director
Item 7 only	Julian Thomas, Interim Director of Information Systems

1. Apologies

- a. Apologies were received from John Akomfrah, Tim Davie, Michael Lynton, Lisa Milroy and Maja Hoffmann.

2. Confirmation of Minutes

- a. It was noted that Brian Chadwick's appointment to Tate Britain Advisory Council would be for a term of four years.

3. Matters Arising

- a. Trustees were updated on the Finance Bill, which will include the legislation of the tax relief against the cost of exhibitions.
- b. Following the advice of the Department for Digital, Culture, Media and Sport that it will not be possible to complete the current Trustee recruitment process before the summer, and the request that Tate appoint an interim Chair, Trustees agreed unanimously to appoint Lionel Barber in that capacity. He will serve from 1 August 2017 until such time as Trustees make an appointment on a permanent basis.

4. Conflict of Interest Declarations

- a. As a Trustee of the Heritage Lottery Fund, Seona Reid declared a potential conflict of interest around any discussion of the Tate St Ives project.

5. Director's Introduction and Trustees' Discussion

- a. Trustees welcomed the new Director, who outlined her initial thinking.
- b. Trustees were informed that the Director has sought to visit and speak to individuals and teams across the organisation. The Director emphasised that, while having a number of projects in mind, her first year in tenure will be a process of developing a vision for the organisation.
- c. She outlined a focus on audience diversity.
- d. Trustees noted that, with the capital project at Tate Modern complete and that at Tate St Ives opening in the autumn, there is a need to focus on what can be done within the estate.
- e. Trustees were informed of a number of specific priorities:
 - Ensuring that Tate Modern continues to function well after its first year.
 - Ensuring that the launch of the new Tate St Ives in the autumn is a success for the whole of Tate.
 - Optimising systems and processes.
 - Developing Tate Britain's presence as a destination.
 - A project at both Tate Britain and Tate Modern to engage schoolchildren.
- f. They discussed organisational structure and the Director's intention of a flatter structure.
- g. Trustees emphasised the importance of close attention to culture change and communication.
- h. They were informed of the commitment to research.
- i. They were informed of a staff survey scheduled.

The Chief Executives of Tate Enterprises and Tate Catering joined the meeting.

6. Catering and Enterprises Review

- a. The Managing Director introduced the paper.
- b. Trustees were informed of the scope of the independent review.
- c. Trustees were updated on analysis catering. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹*
- d. The Chairman of Tate Enterprises Ltd noted confidence in the teams and plans in place
- e. Trustees discussed catering in the Blavatnik Building, noting significant competition in the area.
- f. Trustees were informed of the recommendation of the review in respect of catering. *Information has been exempted under Section 43 (2) of the Freedom of Information Act 2000¹* There is a need to look carefully at the spaces and how they are used, which will be part of the process of optimising the use of the building overall.

- g. Trustees discussed expectations for Tate Catering.
- h. Trustees were informed of plans. They were informed of plans to animate spaces, for example the introduction of resident chefs for limited periods in the Level 9 restaurant.
- i. Trustees were informed that the progress will be reviewed after eighteen months. This will allow a period in which changes can be implemented and performance analysed, overseen by the Tate Enterprises Board. Performance will be measured against the projected profitability of outsourcing and updates will be given to Finance and Operations Committee.
- j. Trustees were informed of the conclusion of the review in respect of Tate Enterprises that the business is solid, with some room for improvement in terms of tracking the detail of profitability and reducing stock levels, which were increased during the opening year of the Blavatnik Building.
- k. Trustees discussed catalogue production.

The Chief Executives of Tate Enterprises and Tate Catering left the meeting. The Director of Digital and Interim Director of Information Systems joined the meeting.

7. Digital Update

- a. The Managing Director introduced the paper, noting particular growth in online reach and revenue.
- b. The Digital Director reported increased traffic and conversion. Trustees were informed of new partnerships and formats for distribution. They congratulated the teams involved on progress made.
- c. It was reported that the Tate Kids website is now live and that video content is proving a very popular strand.
- d. Trustees were informed that the Glossary has been renamed Art Terms, catering to both research and general audiences, giving standalone content greater presence.
- e. Trustees noted the flexibility of the site and that teams have been tasked with identifying developments in other sectors to inform future change.
- f. The Interim Director of Information Systems updated Trustees on the project to improve the platform that underlies digital commerce and e-ticketing.
- g. Trustees noted improvements to data gathering and were informed of Tate's approach to compliance with incoming data regulations.
- h. They noted and welcomed work on e-ticketing which will launch in the early autumn, followed by integration with e-commerce in the New Year.
- i. Trustees were informed of collaboration with marketing and opportunities around pricing promotions and cross-selling, for example with catering.
- j. Trustees were updated on work to improve the IS infrastructure in general; they were informed that budget has been held for this.
- k. Trustees discussed the potential for the website to broaden Tate's social reach, and how it might best be presented to achieve this.

The Director of Digital and Interim Director of Information Systems left the meeting.

8. Finance Report and Annual Accounts

- a. The Finance Director updated Trustees on performance.
- b. Trustees were updated on the process of completion of fundraising for the Tate Modern Project. *Information has been exempted under Section 36 (2)² and Section 36 (3) of the Information Act² and Information has been exempted under Section 43 (2) of the Information Act¹*
- c. Trustees were updated on security matters and arrangements. They were informed of an initial drop in visitor numbers after recent terrorist attacks in the UK.
- d. Trustees were informed of continuing research into pricing and considerations in relation to revenues generation and diversifying audiences.
- e. Trustees APPROVED the Annual Accounts for presentation to Parliament.
- f. They APPROVED the Annual Accounts of the Knapping Fund.

9. Key Points from Minutes of Councils and Committees

- a. Trustees noted discussion at Tate St Ives Advisory Council of plans for the opening of the new building.
- b. They noted the proceedings of Collection Committee.
- c. They were informed of discussion at Tate Modern Advisory Council of information about the way the building is being used. They noted an update on Tate Exchange.
- d. They noted the update on Tate Enterprises Board and the approval of the annual accounts for Tate Enterprises Ltd.
- e. They were informed of a meeting of Tate Liverpool Advisory Council.

10. Acquisitions Financial Statement

- a. Trustees noted the Acquisitions Financial Statement.

11. Acquisitions for Noting

- a. Trustees noted acquisitions. *Information has been exempted under Section 22 of the Freedom of Information Act 2000³*

12. Health, Safety and Security Policy Statement

- a. Trustees noted and APPROVED the Health, Safety and Security Policy Statement.

13. Purchase of the leasing vehicle company for the original Tate Modern: Progress Report

- a. Trustees were informed that the final stages of discussion had been reached, and AUTHORISED the executive to complete the process.

14. Appointments to Councils and Committees

- a. Trustees RATIFIED the appointment of Cheryl Taylor to Tate Liverpool Advisory Council.

15. Appointment of a Director of subsidiary companies

- a. Trustees APPROVED the appointment of Maria Balshaw as an additional director of Tate Gallery Projects Ltd and Tate Gallery Publishing Ltd.

16. Any Other Business

- a. Trustees thanked The Lord Browne of Madingley for his service to Tate and Chairmanship of the Board of Trustees. They recorded the success of his partnership with the former Director, and the scale of their achievements of the past decade.

17. Date of Next Meeting

Wednesday 20 September, 09.00 – 13.00, Tate Modern.

Endnotes

¹ **Section 43 (2)** of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would, or would likely to, prejudice the commercial interests of any person (including the public authority holding it).

² **Section 36** of the Freedom of Information Act provides that: Information is exempt information if its disclosure under this Act would be likely to have any the following effects:

1. prejudice collective Cabinet responsibility;
2. inhibit the free and frank provision of advice and exchange of views for the purposes of deliberation; or
3. prejudice the effective conduct of public affairs

³ **Section 22** of the Freedom of Information Act provides that:

- (1) Information is exempt information if –
 - (a) the information is held by the public authority with a view to its publication, by the authority or any other person, at some future date (whether determined or not),
 - (b) the information was already held with a view to such publication at the time when the request for information was made, and
 - (c) it is reasonable in all the circumstances that the information should be withheld from disclosure until the date referred to in paragraph (a).
- (2) The duty to confirm or deny does not arise if, or to the extent that, compliance with section 1(1)(a) would involve the disclosure of any information (whether or not already recorded) which falls within subsection (1).